



DEPARTMENT OF THE ARMY
HEADQUARTERS, 2ND INFANTRY DIVISION
UNIT #15041
APO AP 96258-5041

REPLY TO
ATTENTION OF:

EAID-CG

11 JUL 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Letter #17, Counseling, Coaching, and Mentoring

1. This is a new policy, effective immediately. It remains in effect until rescinded or superseded.
2. References:
 - a. AR 690-400, Total Army Performance Evaluation System, 16 October 1998.
 - b. AR 623-105, Officer Evaluation System, 17 December 2004.
 - c. AR 623-205, Noncommissioned Officer Evaluation Reporting system, 15 May 2002.
 - d. USFK Command Policy Letter #17, Counseling, Coaching, and Mentoring, 23 June 2006.
3. This policy applies to all units and personnel assigned to 2ID.
4. Counseling: Conducting timely and effective performance counseling of subordinates is fundamental to our business and is at the heart of our responsibilities as leaders. I expect military and civilian leaders to conduct one-on-one performance counseling in accordance with the references in paragraph 2. I expect performance counseling that clearly defines performance expectations and nurtures individual performance and professional development of subordinates. Performance counseling must not be limited to a scheduled initial, quarterly, semiannual, or annual session. Leaders counsel throughout the year. The performance feedback covers those qualities and skills required of all personnel. The daily investment we make in developing our subordinates is vital to the men and women in this command.
5. Coaching: Coaching is one of the most effective ways to develop our subordinates. Coaching involves more than performance counseling. It combines formal counseling with informal but structured feedback. We must create an environment conducive to personal development. That begins with senior leaders, officers, noncommissioned officers, and civilians who influence the organizational climate by their actions. For our military members, coaching junior officers and newly promoted non-commissioned officers requires special emphasis. The same emphasis is just as important for our mid-

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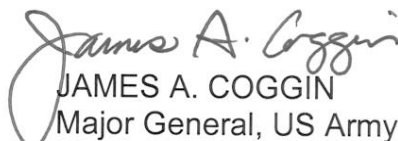
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grade civilians. Young leaders in these positions will face increased demands and responsibilities. To ensure that these military members and civilian employees succeed early in their tours, we must commit ourselves to a strong, well-developed coaching program. Combine formal, scheduled performance and developmental counseling with frequent, informal contacts that provide encouragement. Good coaches spend a great deal of time emphasizing the strengths of their subordinates, helping them recognize their weaknesses, and finding ways to minimize the effect of those weaknesses on the unit.

6. Mentoring: Young leaders value the candor and advice received from a mentor and instinctively emulate the positive leadership traits they see in trusted, "seasoned" leaders. In some Services, mentors are appointed. In others, mentors are not appointed; young leaders choose them. In all cases, mentors must build relationships based on trust and be personally involved in your subordinate's professional development. Mentors transcend traditional command channels. Be there to provide advice when times are tough. Help young leaders see their own strengths. Help them plan their future by ensuring that they know what job or school they should strive for. Also help them realize how to use their talents for the benefit of the United States Forces Korea.

7. Commanders and senior officers, non-commissioned officers, and civilians are responsible for preparing our next generation of leaders to move our Armed Forces forward. Do this by counseling and teaching subordinates to perform their jobs in combat. Create, plan, and conduct well-organized events such as staff rides, structured off-sites, after-action-reviews, and seminars that teach how to lead in combat. Good leaders routinely conduct individual counseling, coaching, and mentoring. These leadership responsibilities are essential to taking care of our people and to preparing the next generation for success.

8. Questions regarding this policy should be directed to the ACoF, G1, DSN 732-6131.


JAMES A. COGGIN
Major General, US Army
Commanding

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